

**Tucson, Arizona**  
**November 17-22, 2013**



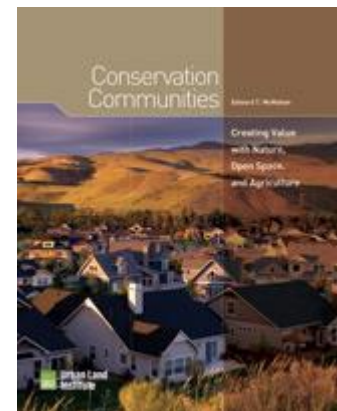
**Urban Land  
Institute**

**Advisory Services Program**

**An Advisory Services Panel**

## About the Urban Land Institute

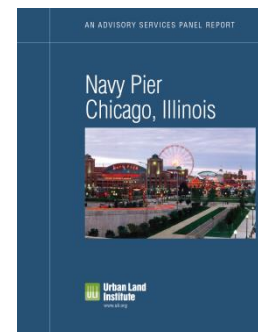
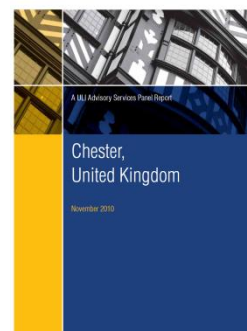
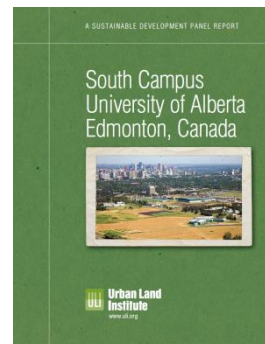
- The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.
- ULI is a membership organization with nearly 30,000 members, worldwide representing the spectrum of real estate development, land use planning and financial disciplines, working in private enterprise and public service.
- What the Urban Land Institute does:
  - Conducts Research
  - Provides a forum for sharing of best practices
  - Writes, edits and publishes books and magazines
  - Organizes and conducts meetings
  - Directs outreach programs
  - Conduct Advisory Services Panels





# The Advisory Services Program

- Since 1947
- 15 - 20 panels a year on a variety of land use subjects
- Provides independent, objective candid advice on important land use and real estate issues
- Process
  - Review background materials
  - Receive a sponsor presentation & tour
  - Conduct stakeholder interviews
  - Consider data, frame issues and write recommendations
  - Make presentation
  - Produce a final report



## The Panel

### Chair

- John Walsh

### Panelists

- Alan Billingsley
- Michael Berne
- Charlie Johnson
- Ross Tilghman
- Peter Hasselman
- Jan Minami

### Staff

- Tom Eitler
- Carrie Dietrich
- Natasha Hilton
- Nick Lalla



## Sponsors

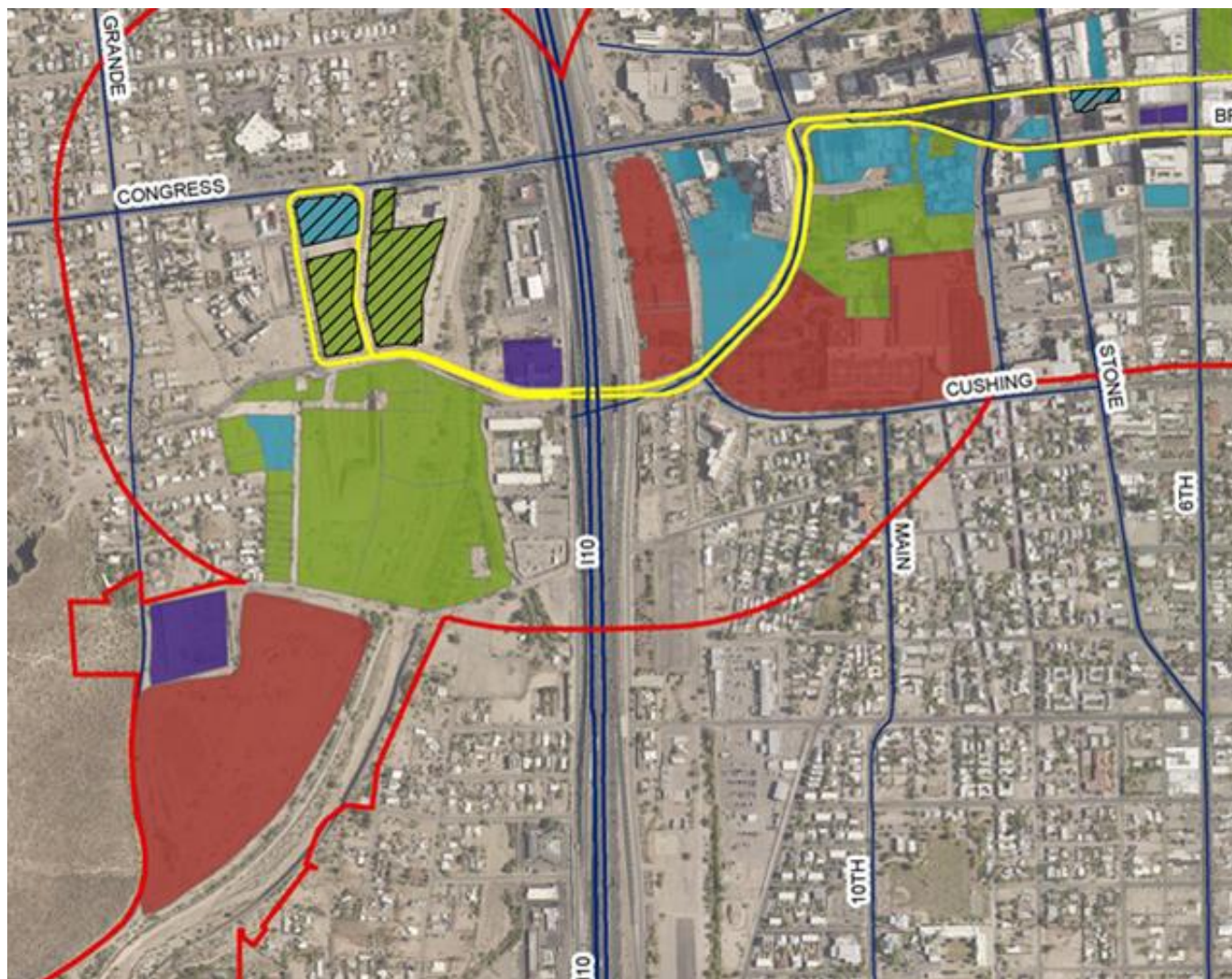


Urban Land  
Institute

Advisory Services Program



## Panel Assignment

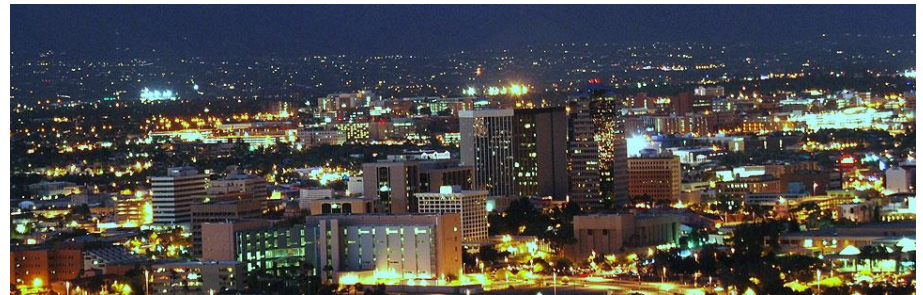


## Alan Billingsley

# Economic and Market Assessment

## Introduction

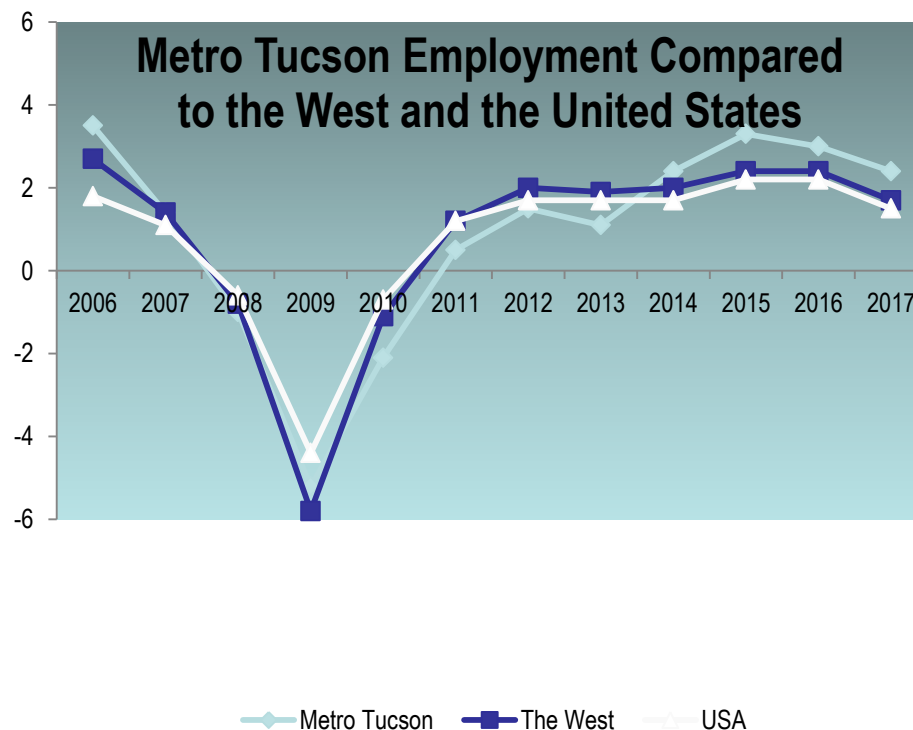
- Focus of Panel on economic and Market Conditions Underlying the Possibilities for Revitalizing Downtown Tucson
- Public subsidies are nonetheless encouraged to achieve such objectives as affordable housing, public facilities, transportation and social programs to supplement this Advisory Panel's recommendations





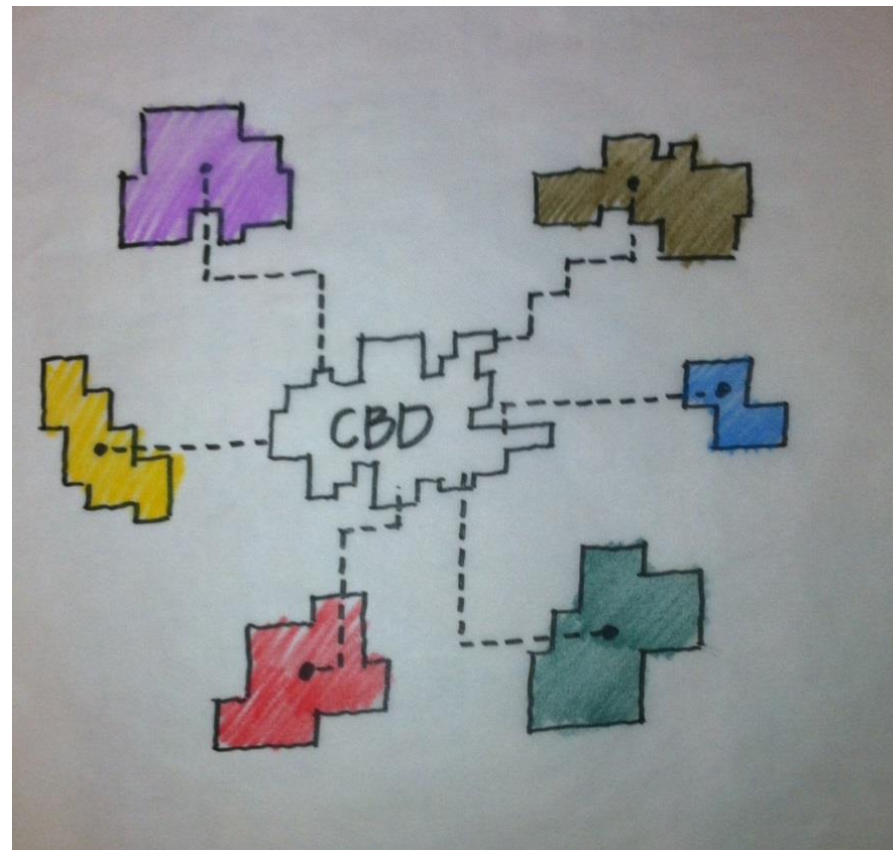
## Economic Overview

- Tucson battered in the 2007 – 2010 downturn far worse than the US average and who also underperformed in recovery to date
- Key economic positives include services, University, defense, aerospace
- Strong upside potential for entrepreneurial and start-up businesses
- 2014 - 2017 recovery forecast to outperform US



## Downtown's Position

- Region's hub for government, culture and entertainment
- Potential to serve as an exciting activity center for the region
- Potential to serve as region's center for cutting edge food and beverage and entertainment establishments
- Compared with other downtowns, Tucson supports relatively little private sector office space, approximately 25% of the region's total



## Real Estate Development Potential: Residential

- Multi-family has the greatest near term market potential for downtown
- Downtown should support 200-300 rental units/year, representing a 20% to 25% capture of the regional apartment demand
- Infill single family housing development should be encouraged in surrounding historic neighborhoods





## Real Estate Development Potential: Office

- Little near-term demand for new office space
- Focus on leasing currently vacant space
- Potential re-use of older existing office space for new entrepreneurial start-up firms



## Real Estate Development Potential: Hotel

- Near-term demand for small to mid-sized business hotel
- 100 – 200 rooms branded
- Support from government, business, events and tourists



## Michael Berne



# Retail

## “Trade Area”

- Based on location of competitors
- Population of just 42,135
  - Students (estimated 40 to 50%)
  - Alternatively minded “hipsters”
  - Lower-income Latinos

	Trade Area	Tucson Metro
Households Earning \$75K or More	11% (1,707)	26%
Households Earning \$25K or Less	53% (8,152)	29%
Homes Valued at \$200K or More	26% (1,186)	38%

# Retail

## Traffic Drivers

- Residential trade area
- Daytime workers (27,000)
- Destination traffic
  - High culture (theatres, museums, restaurants)
  - Draws so-called “yup-sters”



## Retail

### Tenancing Strategy

- Small-scale (versus “big bang”)
  - Modestly sized anchors
  - Incremental additions of comparison goods mix
  - Wider range of eateries and entertainment
    - Quick-service food and drink
  - Properly scaled “Mercado Central” (West Side)





# Retail

## Tenancing Strategy (continued)

- Chain-lets
  - Most realistic
  - Distinctiveness and credit



## Retail

### Location Strategy

- East of Church Street (except for “Mercado”)
  - Congress Street heading East
  - Broadway Boulevard



## Retail

### Risk Mitigation

- Increasing residential densities
- Adding to destination uses and activities



## Charlie Johnson



## Branding and Programming

- Brand and theme CBD with community events
- Mixed use including residential, neighborhood services and tourist related uses
- Public space and undeveloped public land on south west landfill sites
  - Historical recreations
  - Equestrian center
  - Historic Recreation and cultural related festivities

## Tucson Attracts Meetings, But TCC Does Not

- Area hosted 700,000 group room nights in 2012
- Only 20 conventions used the TCC exhibit hall 2012
- Additional capacity exists
- 455,000 people used the TCC Complex - an important asset to the community

Tucson Convention Center and Arena 2012 Event Demand & Attendance										
Event Type	Arena		Exhibit Halls (A, B, C)		Grand Ballroom		Meeting Rooms (All)		TCC Total	
	Events	Attendance	Events	Attendance	Events	Attendance	Events	Attendance	Events	Attendance
Concerts	8	-	3	-	-	-	-	-	11	-
Entertainment Event	28	-	23	-	-	-	-	-	51	-
<b>Convention &amp; Conferences</b>	<b>16</b>	-	<b>20</b>	-	<b>19</b>	-	<b>47</b>	-	<b>102</b>	-
Sporting	208	-	1	-	-	-	2	-	211	-
Reception/Party	-	-	-	-	27	-	14	-	41	-
Non-Profit Events	60	-	20	-	31	-	35	-	146	-
<b>TOTAL</b>	<b>320</b>	<b>282,655</b>	<b>67</b>	<b>138,852</b>	<b>77</b>	<b>29,201</b>	<b>98</b>	<b>4,855</b>	<b>562</b>	<b>455,563</b>

Source: TCC, Johnson Consulting

## Calendar Enhancements

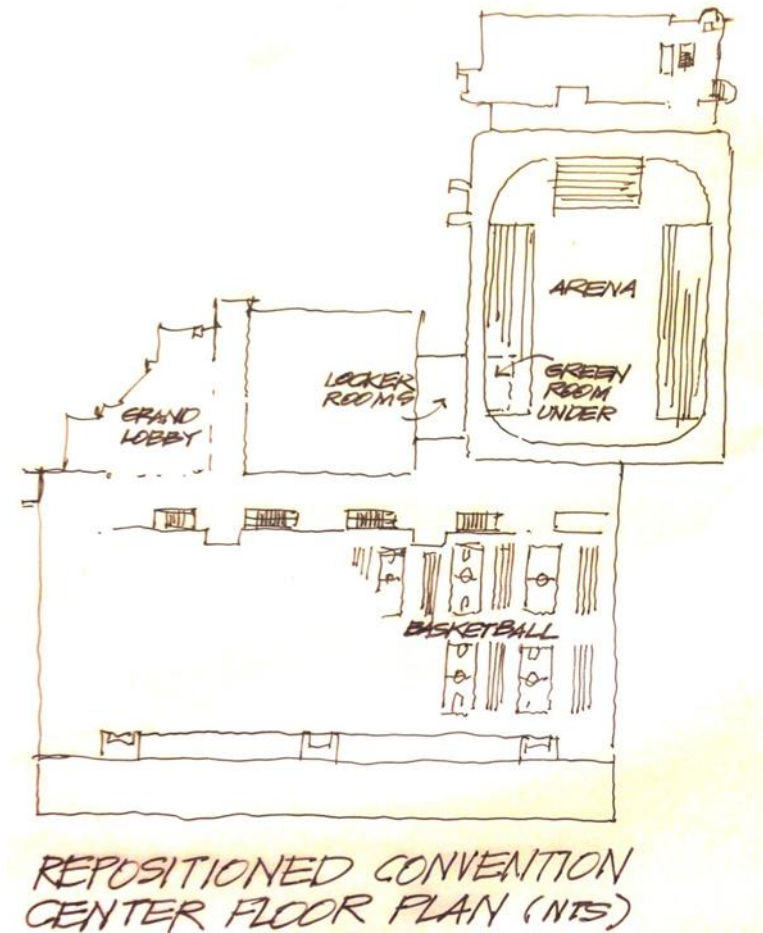
- Current Target Users for TCC and Arena:
  - The Gem Show
  - Social, Military, Educational, Religious, Fraternal and Ethnic (SMERFE) events
  - Sports tournaments events
  - Trade and Consumer shows

### Potential Additional Uses

- Scheduled court activities
- Indoor soccer
- Tournaments
- Other gym and indoor athletic activities

## Facility Enhancements

- Add two locker rooms on arena edge
- Seek manager operator to install courts and operate athletic uses
- Modernize and soften outside to reflect area scale
- Scheduled cosmetic/aesthetic upgrades to meeting and ballrooms
- Improve life safety, lighting and way-finding
- Re-purpose North meeting room and offices for museum and museum education





## Demand Improvements Require Enhanced Management

- TCC stewardship must improve
- Professional expert oversight for all venues
- Revamp Rio Nuevo capital model for funding future

## Major Development Considerations

- Support demolition and redevelopment of the Hotel Arizona site
- Redevelop La Placita
- Take site elevations to street level
- Improve and expand the Stravenue



## Consider Two Bold Campus Additions

- Relocate School of Design, Media, Performing Arts or Visual Arts and School of Architecture to La Placita location
- Consider University of Central Florida (UCF) model

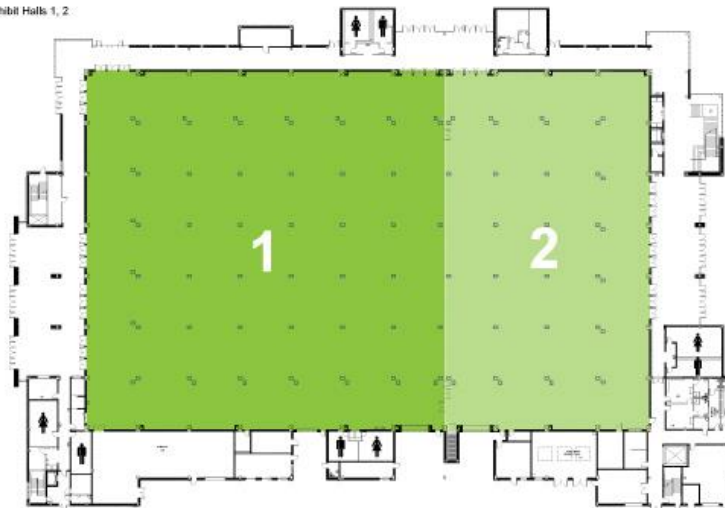


## Offsite Venue Improvement: Expo Space

- JV expo space for the American Gem Trade Association venue
  - Multi-purpose “market hall”
    - Flea market days, farmers markets, and various art shows
  - Austin/University of Texas - Palmer Events Center
  - Open air or enclosed

Palmer Events Center

Exhibit Halls 1, 2





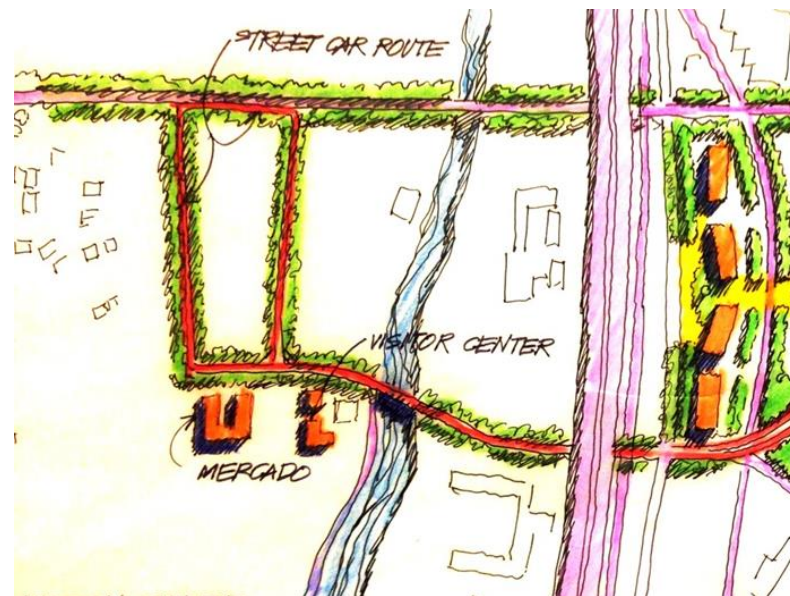
## Offsite Venue Improvement: Recreation Center

- Provide a community center for the south and west side neighborhoods
  - Kroc Center, YMCA or Recreation Center
- Fire station adjacency to ensure life safety support
- Such a venue could be used by the U of A, neighborhood residents, visitors and nearby hotels



## West Side Improvement: Visitor Center

- Visit Tucson Visitor Center
  - An interpretive center
  - A center to incentivize exploring Tucson
  - Flex space for seasonal display changes
  - Easy access to Interstate 10 and the river front.
  - Encourage street car and bicycle use with ample parking
  - Introduce treated water to invigorate river wildlife, plants and birds





## West Side Equestrian Residential

- Zone a south west residential area for live and ride area
  - Queen Creek, AZ and The Town of Norco, CA
  - Trailhead and neighborhood





## Other Considerations

**The Panel encourages the following:**

- Market Conditions determine the need for incentives
- Preserve and extend an improved Rio Nuevo
- Codify and clarify existing tools and their use
- Continue GPLED
- Consider project-based sales tax TIFs for targeted projects in “downtown area”

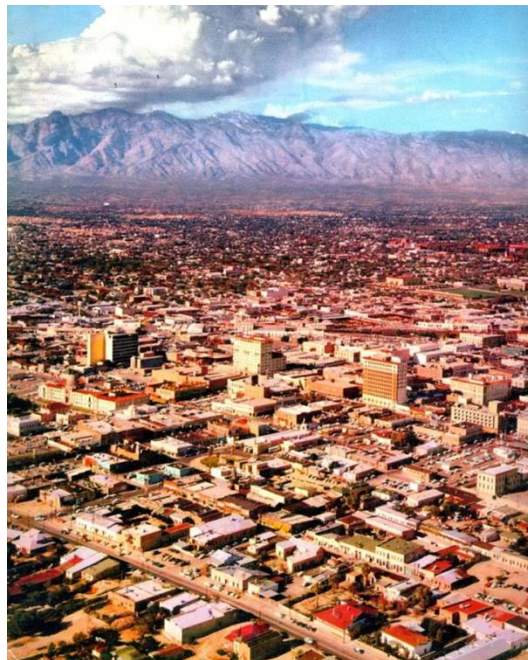
## Ross Tilghman

## Planning & Design

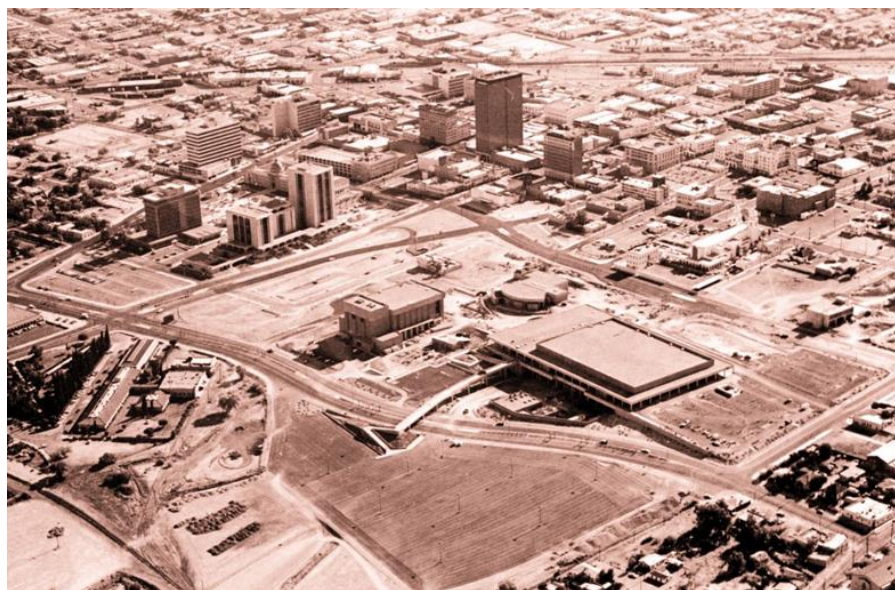
### Tucson Character

- Scale
- Streets
- Ample Transportation Capacity

1958



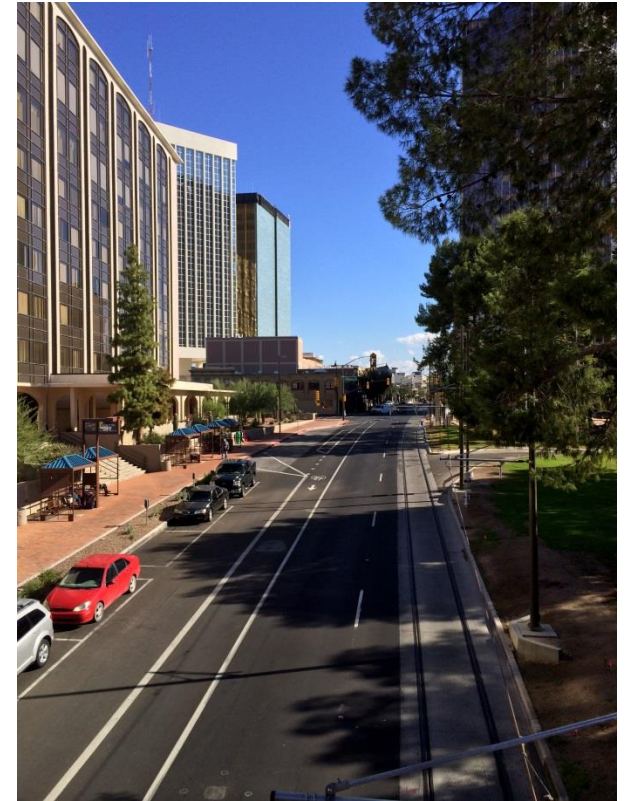
1970



## Planning & Design

### Area Wide Actions

- Use Existing Parking Strategically
  - For development
  - For events
- Maximize Transit Ridership
  - Match service to demand
- Monitor traffic volumes
  - Slim down oversized streets (Church St)
- Keep streets open
  - Be wary of closing streets
- Add streets back to superblocks, where possible





# Planning & Design

## Area Wide Actions (continued)

- Improve walkways and bike routes
  - Inventory & analysis
  - Separate bikes & Streetcars
  - Fix the Stravenue!
- Create more walkways
- Give good directions
  - Comprehensive, consistent system
  - Standardize graphics





## Planning & Design

### Specific Parking Opportunities

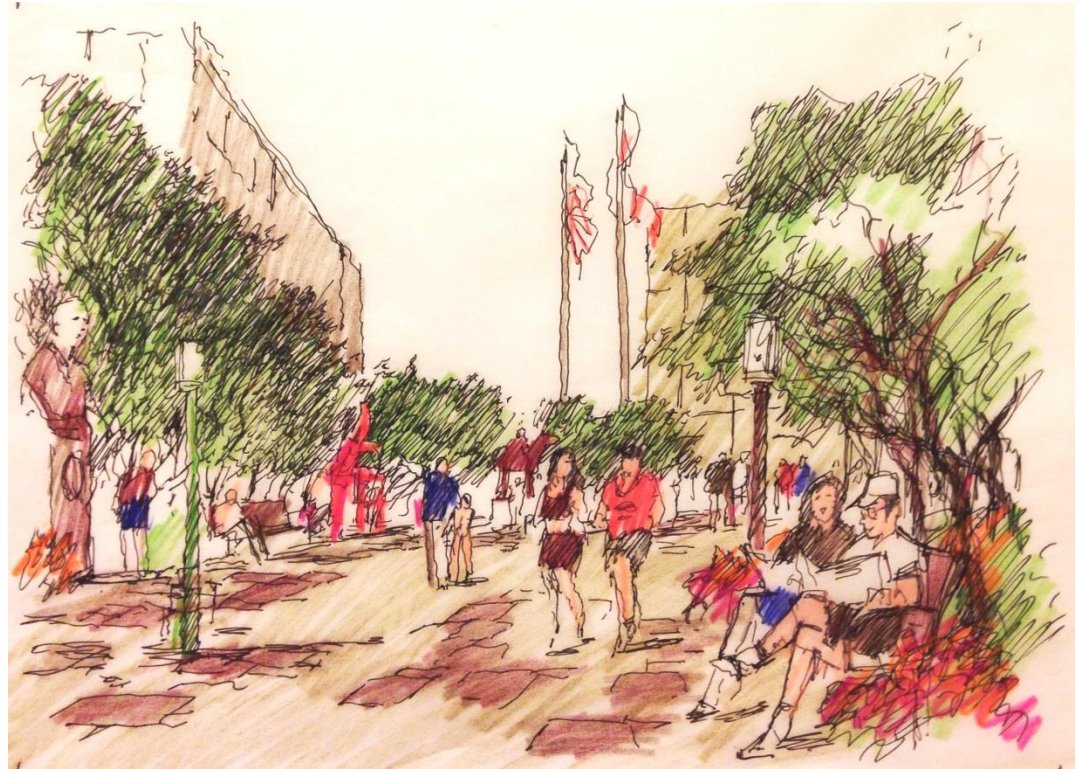
- Determine parking needs
- Open El Presidio garage for evening & weekend events
- Evaluate opportunity for new garage at Music Hall
- Increase on-street parking near museums
  - Use West Side for occasional overflow parking



## Planning & Design

### Walkway/Open Space Opportunities

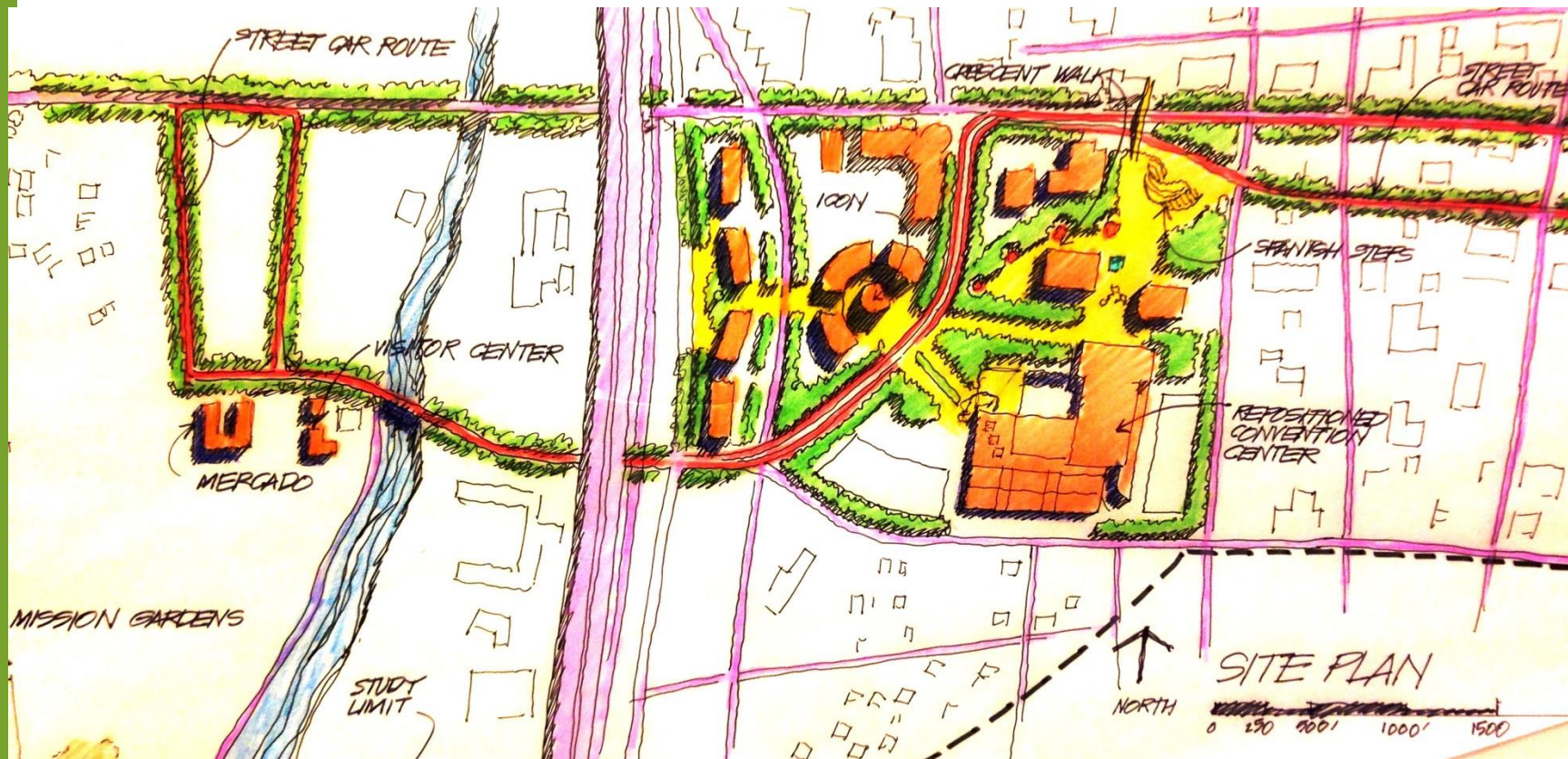
- Horse-back riding on West Side
- Create new walkway to Museum/Performing Arts Campus
- A new heart for downtown



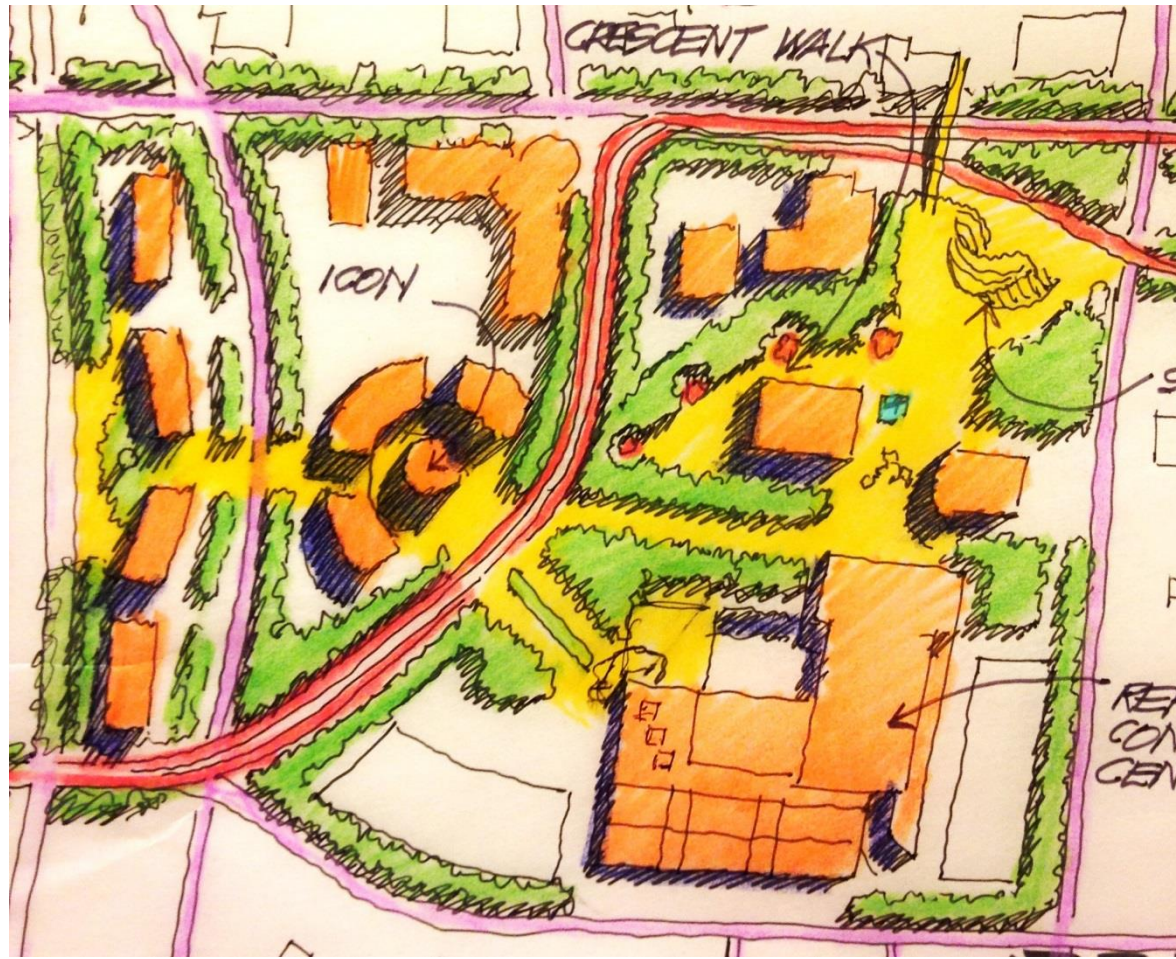
## Peter Hasselman





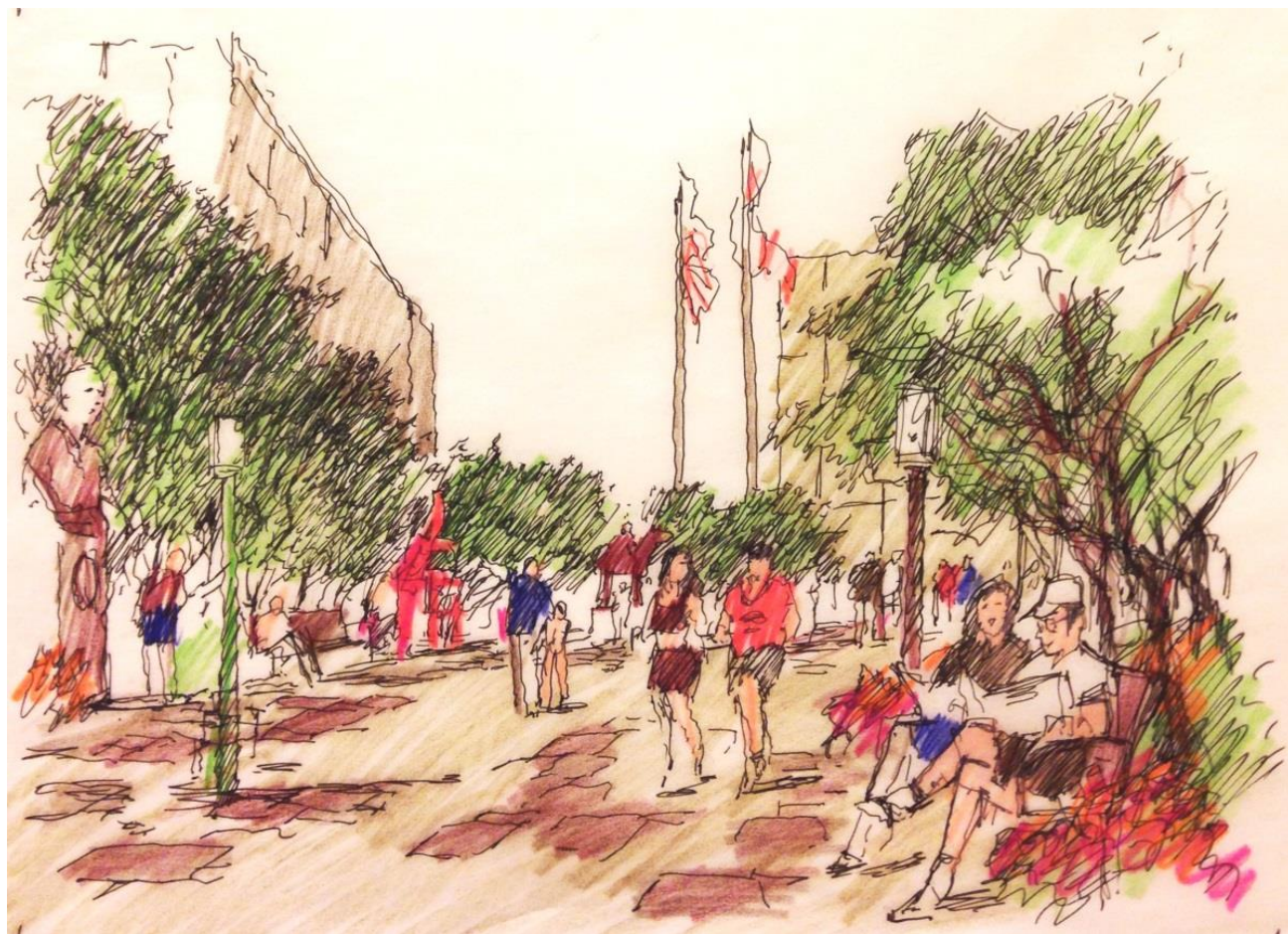










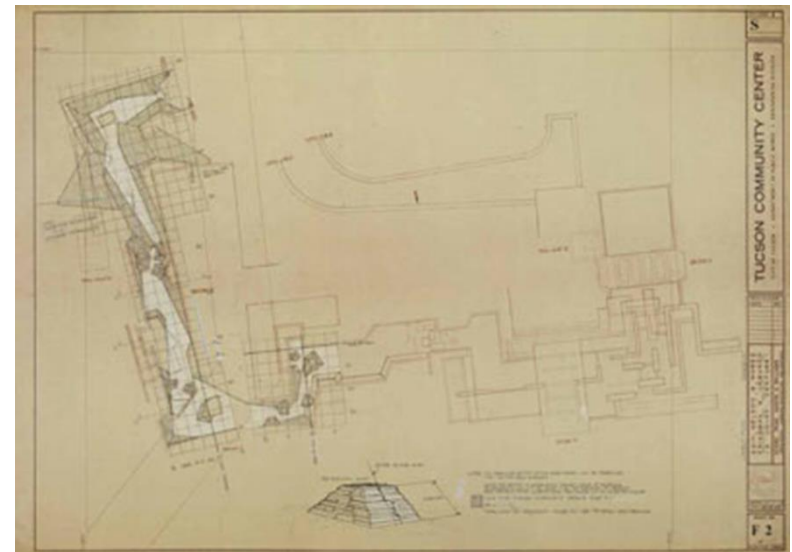
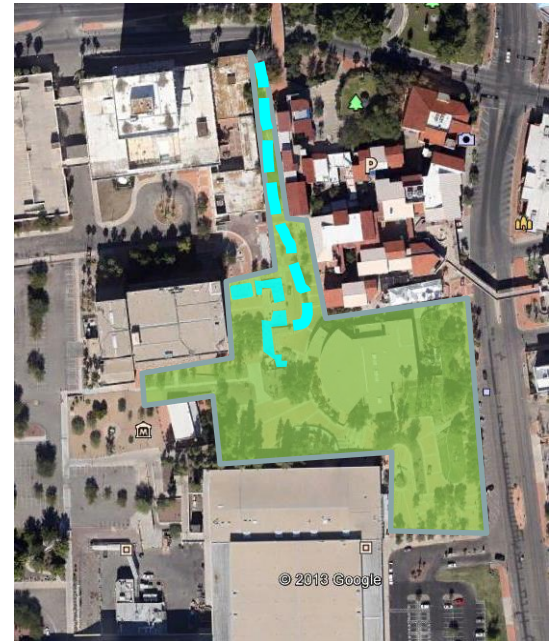




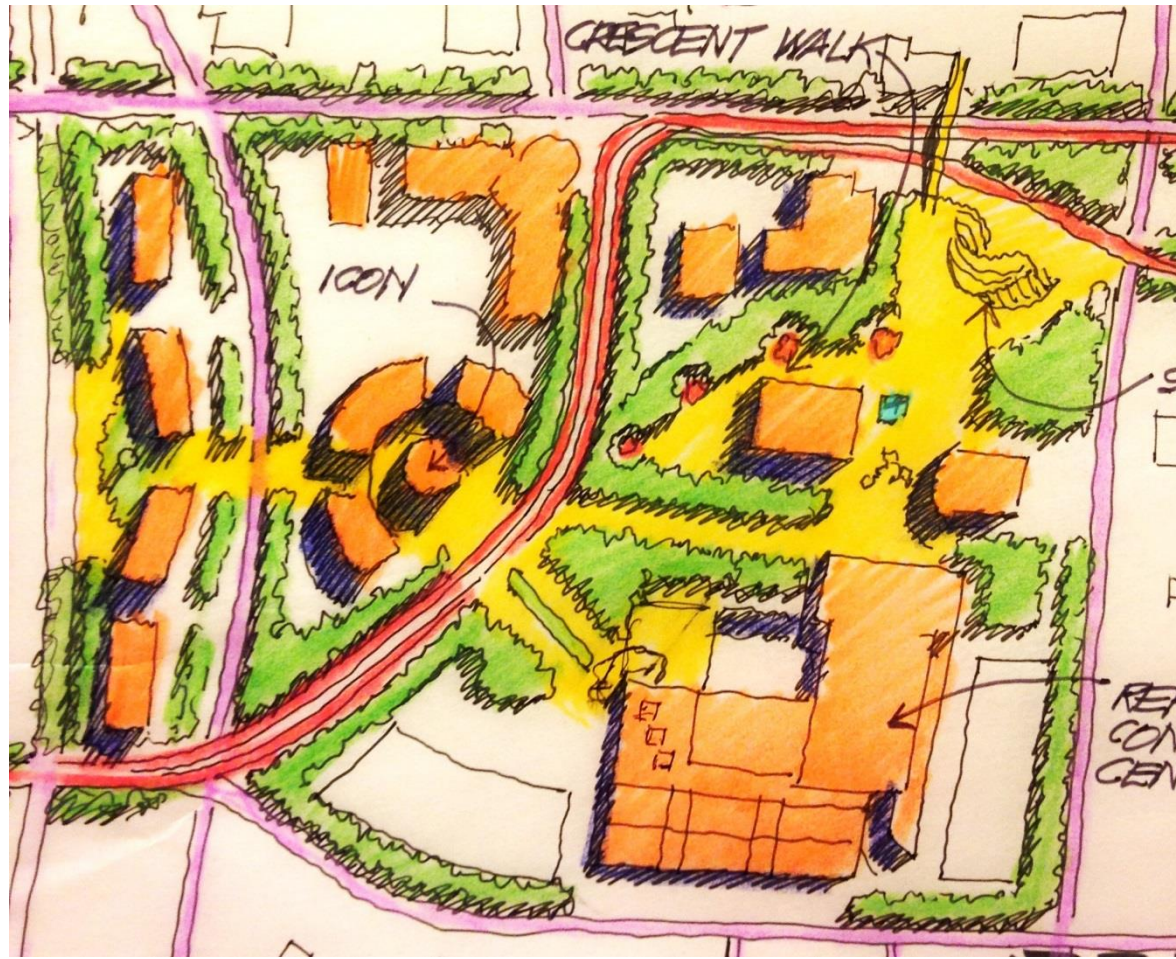


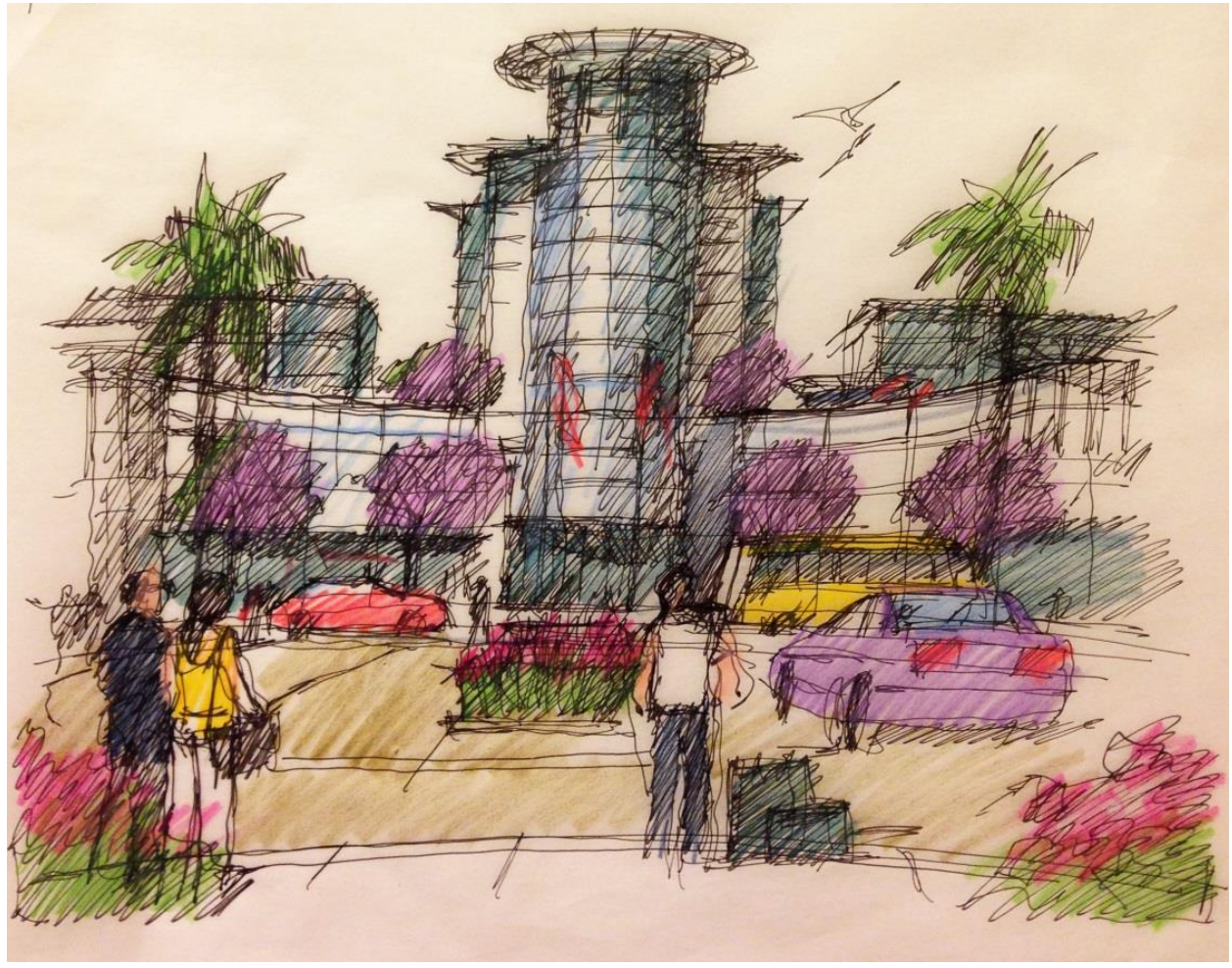
## Eckbo's Design

- Stay true to design
- Address challenges with maintenance
- Consider upgrades or alterations
- Consider modification of water requirements for cost and conservation























Jan Minami

## Public Service

### Downtown Tucson

- A renewed spirit of public service
- Working together to create a thriving city





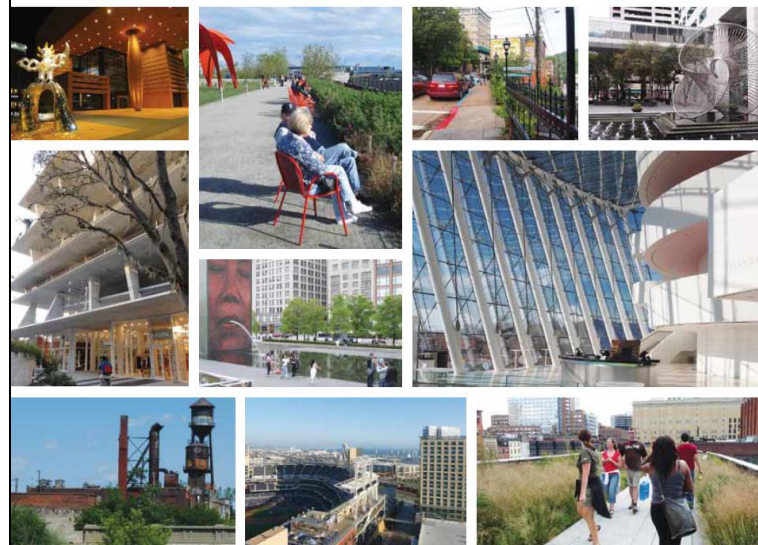
# Public Service

## Urban Land Institute's Rose Center

- Provides public officials with access to information, best practices, peer networks, and other resources
- Fosters practical and sustainable land use policies
- Through the Rose Fellowship, works with mayors of four large cities every year on a local land use development challenge
- Through workshops and webinars, provides discussion forums for best practices

### City Leadership For The 21st Century

THE 2011 ANNUAL REPORT OF THE ULI ROSE CENTER



ULI Urban Land  
Institute  
Rose Center for Public Leadership



Urban Land  
Institute

Advisory Services Program

## Advisory Committee

### Members representing:

- City of Tucson
- Pima County
- Rio Nuevo
- University of Arizona
- Public transportation
- Neighborhood
- Retail
- Developer
- Non-governmental office occupant



## Data collection, storage and analysis



# Data & Transparency

## City of Tucson Website

- Small tweaks produce big results



## Public Space

### Garrett Eckbo

“The various terraces provide a perfect setting for outdoor performance and informal gathering.”



Respect  
Eckbo  
concepts



## Public Space

### The Porch in Philadelphia

- Performances and art
- Food and drinks
- Group fitness
- Special events





## Programming the Stravenue

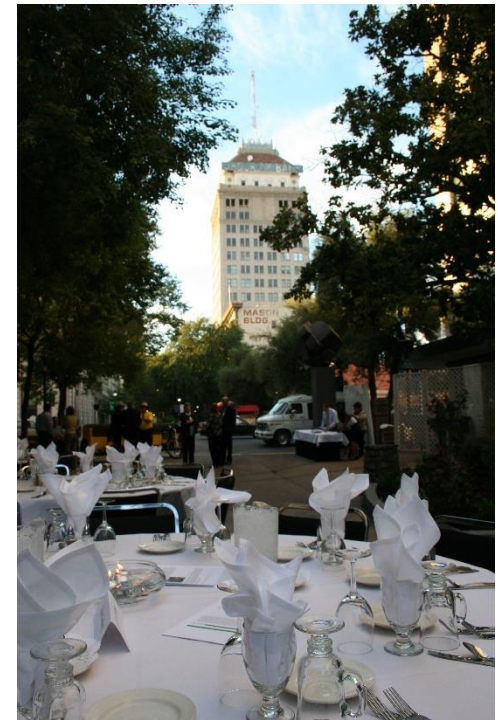
- Performances and events
- Food and drinks
- Murals and fountains
- Upgrade facility



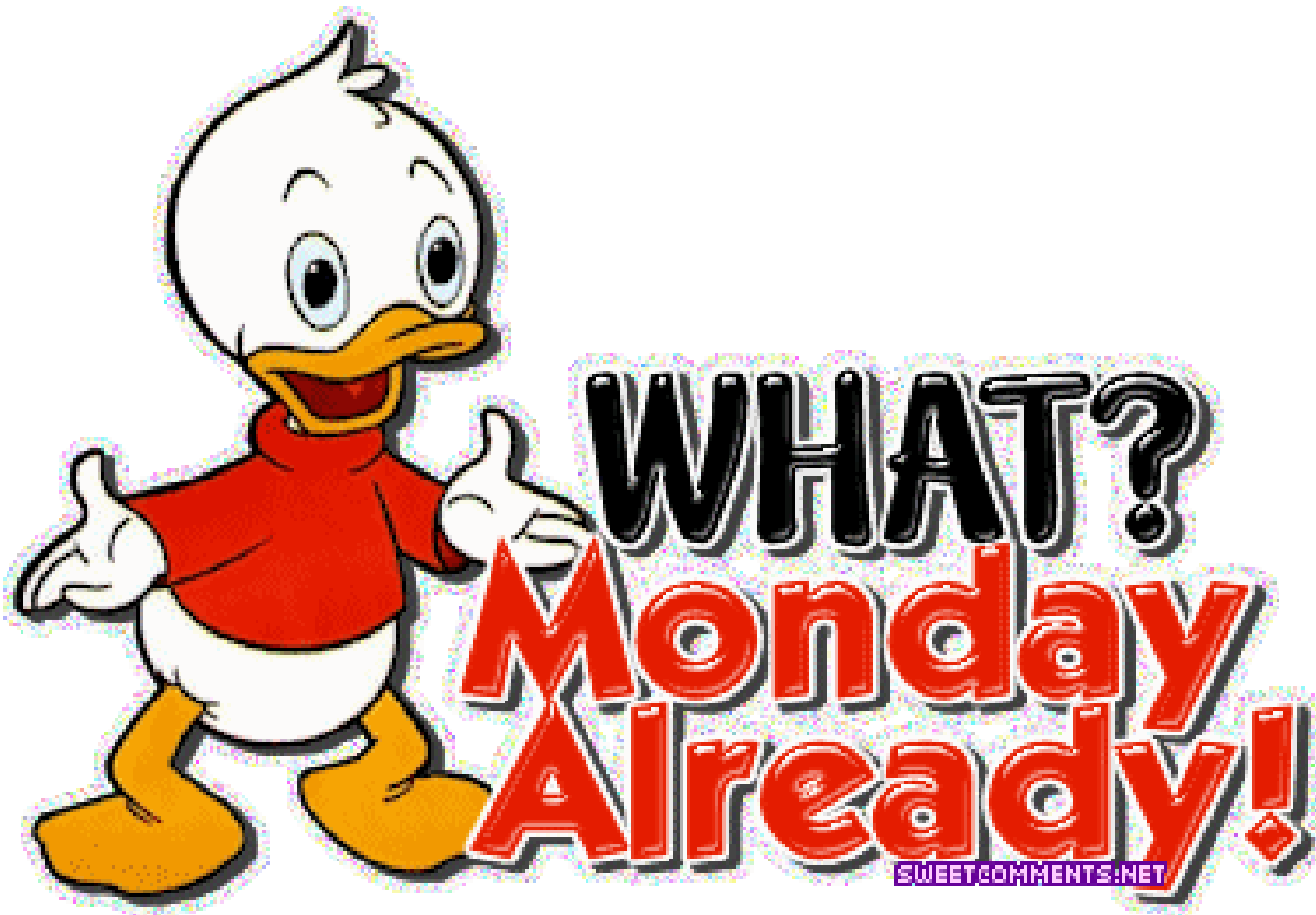
## Public Space

### Programming Events

- Concerts
- Children's festivals and activities
- Performance art



## What's Next?





## Monday Agenda

### Market Analysis

- Immediate demand for market rate multi-family rental
- Encourage business-quality hotel
- Determine office space for new enterprises
- Conduct detailed market analysis
- Devise retail positioning and tenanting strategy
- Augment local retail and economic development expertise

# Monday Agenda

## Economic Strategies

- Private management of the Tucson Convention Center
- Coordinated effort to extend and focus Rio Nuevo
- Visit incentives policy: G-PLED and site-specific TIFs
- Engage operator for court and ice sporting event upgrades

## Monday Agenda

### Transportation

- Complete sidewalk and path inventory
- Analyze transit usage
- Assess parking needs for major destinations to determine appropriate solutions
- Create alternate bike routes off of streetcar line
- Increase on-street parking supply where possible



## Monday Agenda

### Implementation

- Advisory Committee
- Citizen Ombudsman
- Pedestrian counts
- Activate Stravenue

## Questions

